 <b>Missouri Department of Natural Resources Administrative Policies and Procedures</b>		
<b>Chapter 4 Employee Benefits</b>		
<b>Salary Considerations Policy</b>	<b>Effective date</b>	<b>Revised</b>
<b>Number: 4.02</b>	<b>December 2008</b>	<b>January 9, 2009</b>

The Department of Natural Resources strives to be consistent and equitable in salary compensation for our employees.

## REFERENCES

Personnel Selection, Appointment, Evaluation and Separation: 1 CSR 20-3

### *Related DNR Policies*

Affirmative Action and Employee Relations 1.02

Preparing to Hire Procedures 4.01-01

DNR Affirmative Action Plan

## DEFINITIONS

*Appointing authority:* A person with the authority to approve hiring staff and to approve or deny other personnel related transactions. In the department the appointing authority to direct personnel action is the Human Resources Program Director.

*Salary Equity:* Salary equity recognizes progressively relevant skills and experience in the administration of pay.

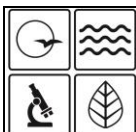
*Induction rate:* First step on a pay range

*Lateral transfer:* Moving from one position to another within the same job classification.

*Probationary period:* The period of time during which an employee demonstrates the ability to perform the duties of the new position received either as an original appointment or a promotion.

*Probationary salary increase:* An increase in salary within the range prescribed for the class upon satisfactory completion of either an original or promotional probationary period.

*Promotion:* A change in class for a DNR employee to a position in another class on a higher pay range.



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*Promotional Formula:* A salary increase with a minimum of two steps more than the number of ranges between the employee's current class and the class the employee is being promoted to and at least to the minimum or induction step of the new salary range.

*Reclassification:* A change for an employee to a classification of higher or lower range.

*Retiree:* A person who has retired from state employment and who is provided benefits by the Missouri State Employees Retirement System (MOSERS).

*Seasonal or temporary employees:* Employees who are working in a non-benefits eligible position. Working 1,000 hours or less either continuously or intermittently in any 12 month period, starting with the date of hire.

**GENERAL PROVISIONS**

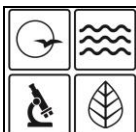
The department strives to provide salaries commensurate with the work. However, staff salary may be affected by budget constraints, legislative or gubernatorial actions. Due to the many different salary considerations, managers should take all criteria into considerations when preparing a recommendation. Salary considerations should reflect any previously signed agreements with the employee.

The pay grids for full time, hourly and intermittent employees will be posted annually on the department's Intranet site. For each pay level, the hourly and intermittent pay grid includes a "minus 1" and "minus 2" steps column. These rates should be used when hiring temporary and/or part-time summer employees, unless education and experience dictates otherwise. Unless a request for an exception is approved, these staff will be hired two steps below a job title's entry pay rate. Division of State Parks will offer pay rates to seasonal staff based on job assignment and tenure. The DSP paygrid is also posted on the department's intranet site annually.

When it is in the best interest of the department, hiring of retired staff on a limited basis may be allowed. The department's goal is to encourage permanent replacements for positions when staff retire.

**Salary considerations when hiring**

Salary equity and consistency must be considered by all supervisors and is a major factor in approving a starting salary rate when hiring staff.



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Certificates are requested for a salary range with steps from the induction rate to the budgeted level for the position. A request for a certificate above this must be justified to the appointing authority for approval.

For promotions to non-broadbanded positions

A promotion allows an employee be given at a minimum a salary increase of two steps more than the number of ranges between the classes (see chart below) and at least to the minimum or induction step of the new range. In-house candidates are eligible for salary considerations as specified on the certificate.

The appointing authority in consultation with the division director can approve exceptions to the promotional formula. Exceptions can include, but are not limited to, consideration of job responsibilities and salary equity.

# of ranges as a result of promotion	# of steps increase
1	3
2	4
3	5
4	6
5	7
6	8
7	9
8	10

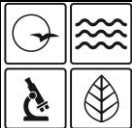
For promotions in broadbanded positions

The division director, in consultation with the Human Resources program director, will approve salaries for promotions to and within broadbanded positions.

For transfers

Typically lateral transfers do not involve a change in salary. When transferring to a position of the same salary range, the department can approve salary increases for increased complexity of job responsibilities and/or for the assumption of supervisory duties.

A salary adjustment may be appropriate when an employee relocates in the best interests of the department. Justification must be provided with the recommended action through the department.

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When hiring a current or former state employee, the division may propose a salary which takes into consideration the following:

- induction rate;
- promotional formula;
- equity with other similarly situated staff;
- amount and type of expertise the person will bring to the department.
- previous salary compensation with the department

A salary recommendation that best meets the needs of the department will be made. In the hiring package, an explanation as to how the amount was determined will be included

### **Probationary salary increases**

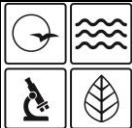
In most circumstances, a two-step probationary salary increase will be provided to employees at the successful completion of probation. For those in a broadbanded position, the probationary salary increase will be 4%--comparable to the increase for a non-broad banded position. If the supervisor desires any other amount, it must be approved by the department. An employee reemployed or reinstated to the induction step is eligible for an increase at the end of the reemployment or reinstatement probationary period. If an employee is hired at the top of a salary range there is no option within the range for a probationary increase. A probationary salary increase may not be appropriate when an employee has a signed agreement otherwise.

### **Salary considerations for reclassification**

Reclassification may be used when an employee, through the gradual evolution of duties, has been performing the duties of a class of higher or lower rank for at least one year. As a result of a position review, the position is reallocated to a higher or lower classification. A reclassification to a class of higher rank requires that the employee be given a salary advancement calculated using either the promotional formula or the end of probation step on the new range, whichever is greater. A reclassification to a class of lower rank requires use of the promotional formula in reverse unless extenuating circumstances apply.

### **Within-Grade Salary Advancements**

Within-grade salary advancements are granted only when specific appropriation authority is granted in a fiscal year budget. The purpose of this type of pay advancement is to

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recognize employees' increased performance and contributions and to create pay distinctions between more experienced employees and their less-tenured counterparts.

In the event funding is appropriated, employees with a minimum of 18 months continuous state service and a successful PERForM evaluation will receive the recommended increase in pay.

### **Assumption of additional responsibilities**

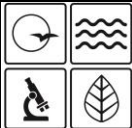
#### Temporary assignment changes:

At times an employee is assigned additional responsibilities and duties on a temporary basis due to the resignation or absence of a co-worker or supervisor. If the temporarily assigned duties are typically duties of a higher level job class, or if they involve the initial assumption of staff supervision, a temporary salary increase will be requested for assumption of those additional responsibilities. The request is considered for approval by the department.

An employee's salary will be adjusted upward using the promotional formula or to the induction level of the new pay range or pay band, whichever amount is higher. This increase will remain in effect for the duration of the assignment or until the position is occupied again, whichever happens first.

Once a temporary salary advancement is approved, the supervisor must discuss the temporary nature of the salary increase with the employee pointing out it is not a permanent increase. The employee must sign a statement acknowledging his/her understanding of the conditions for the temporary salary advancement. At the end of the temporary salary advancement, the employee's salary will revert to the former rate.

If the temporarily assigned duties are those of a position at a comparable or lower level job class and it becomes necessary for the employee to work extra hours to perform the duties of the added workload, it is appropriate to approve requests for overtime as agreed necessary by supervisory staff. Depending on the budget, such time will be compensated either through accumulation of compensatory time to be used at a later date or cash payment applying the overtime policy for appropriate pay rate.

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#### Assumption of Supervisory Duties:

When an employee is assigned supervision of permanent staff, a salary increase will be given if supervision has not previously been assigned to the employee's position.

#### Permanent assignment changes:

When an employee is assigned supervision of other staff on a permanent basis, a salary increase will be given when supervision has not previously been assigned to that position. Occasionally due to elimination of positions or reorganization an employee may be given additional and substantial responsibilities and duties. If another job class appears to be more appropriate, a position reallocation to the correct level should be immediately sought. If a higher class doesn't appear to be justified, a permanent increase may be warranted and should be pursued through the chain of command to the department.

Any request for change in salary must be accompanied by justification and information as to the duration. If the request is for a temporary change, information must include what equity situations were given consideration, the proposed pay rate, and the dates the increase would be in effect. The division will also draft a statement to the employee outlining the provisions of and the reasons for the change. Once approved by the department, the employee must sign and date the statement; the original is forwarded to the Human Resources Program for the employee's official personnel file.

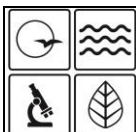
When an employee is assigned supervision of staff, a salary increase will be given if supervision has not previously been assigned to the employee's position.

#### **Salary decreases**

A decrease in salary is typically associated with a voluntary demotion, including those taken in lieu of layoff. The amount of the decrease will be computed on a case-by-case basis but will take into consideration, for example, the needs of the agency, equity issues with other staff, the type and amount of expertise the person brings to the job. The most typical salary decrease is the equivalent of the promotional formula in reverse. In the case of an involuntary or disciplinary demotion a one-step or more decrease is required.

#### **Salary equity**

Salary equity recognizes progressively relevant skills and experience in the administration of pay. Equity considerations should take into account criteria such as



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relevant skills and experiences, education, level or scope of responsibility, complexity of duties or knowledge, and difficult to fill positions. The ranges and salaries of employees who currently work within the facility/section/ program should be considered, as well as, divisional and departmental level positions. The amount of a salary equity increase should be necessary and reasonable.

The department strives to pay employees equitably. There are many factors that affect an employee's rate of pay, these factors can be evaluated, and therefore, perfect salary equity cannot be expected.

Salary equity is usually taken into consideration at the time of initial hire or when a promotion is recommended. When submitting a recommendation for salary that involves an equity consideration, division/programs should address the criteria above, as applicable. The approval rests with the appointing authority in consultation with department and division management.

**Rehiring Retired Employees**

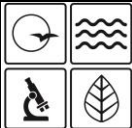
It is the responsibility of the retiree to avoid negatively impacting state retirement benefits or social security payments through any secondary employment. These employees will be hired in a non-benefits eligible position typically working less than 1,000 hours either continuously or intermittently in any 12 month period, starting with the date of hire.

Retired employees hired under this policy must be hired under one of the following employment opportunities:

- To complete special project with a specific time frame.
- To supplement or augment existing ongoing work assignments.
- To provide seasonal or temporary support.
- To utilize a retiree's special skills.

If a division wishes to rehire a retired employee, the following conditions must be met:

- The employee must be compensated at the pay level appropriate for the work being performed in their post-retirement position.
- If an employee is hired at a lower level classification than that from which they retired, the promotional formula should be applied in reverse.
- If an employee is hired at the same classification with less supervisory or other responsibility, the division will determine an appropriate adjusted hourly wage.
- A division director may waive the salary conditions identified above, documented through a letter to the retiree and the appointing authority.

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Justification to rehire a retired employee will be provided with the hiring request. The request to rehire a retired employee is made through the chain of command to the division director for approval.

### **Expert Designation**

To recognize, and reward a select group of employees in the department who have advanced expertise that is critical to the department being able to carry out its mission and who are of exceptional benefit to the department because they have attained this high level of expertise in a recognized, marketable field, which is essential to the mission of their division and the department.

Specific mandatory and desirable criteria must be met in order for employees to be considered for the expert designation recognition. This designation was not developed to reward tenure or to recognize those with experience with internal rules, regulations or processes.

Division and Center directors may recommend an employee using the Expert Designation Checklist form, which is then reviewed by Human Resources, and the Deputy Department Director for Operations before a final decision is made by the Department Director. An individual who is approved for the designation will receive a minimum of a two-step increase in their rate of pay. A request for additional steps must be justified at the time of recommendation.

If you have any questions concerning salary adjustments, please contact the Human Resources Program.